



Foreword

As I write this forward, I only have a few weeks left in my role, so after over 10 years as Museum Development Officer: Workforce & Skills, I was keen to write something as I have been reflecting on both the past and future of Museum Development.

The programme has changed massively since 2012. Gone are the days of innumerable train journeys to the far reaches of the region for lots of in-person workshops and meetings. We are now very much a digital team, delivering online workshops, attending online meetings (far more than we ever did in-person) and working remotely. The transition to online working has been challenging, but over the last few years we have learnt a lot and are starting to break down geographical barriers and manage UK-wide programmes on a scale like never before. As we emerge from the pandemic, it has been great to begin re-introducing face-to-face meetings and events to bring back the peer support and networking elements of our role which we have really missed.

It has been a privilege to be part of a small but agile team, that have worked hard alongside the fantastic ecology of museums in our region over the past decade. I've been thinking back over the outstanding projects MDNW have been able to support, including the Lancashire Infantry Museum's "[A Call to Arms](#)" project, which saw the development of their storeroom into a WW1 'Recruitment Room' for educational visits. The impact of this small intervention was incredible for the museum, seeing school bookings go through the roof. It is one of my go to examples when discussing the impact of MDNW's Sustainable Improvement Fund.

Enough about the past though (I could write about this all day), let's talk about the future. MDNW is excited to be working with Museum Development Yorkshire and Museum Development North East in 2023-24 to submit an application to Arts Council England to be the Museum Development provider across the North of England for 2024-26. I am incredibly proud of the collaborative work we have done over the last 12 months to pull an incredible plan together for the future and I can't wait to hear about the outcome from my Museum Development colleagues. I want to say thank you, on behalf of the whole team, for your continued support, guidance and enthusiasm. On a personal note, it has been amazing to work alongside and have inspiration from so many museums and individuals that have engaged with MDNW over the last 10 years.

Alex Bird, Museum Development Officer: Workforce & Skills

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Introduction

'Through promoting excellence, innovation, partnerships and organisational sustainability we enable museums to be resilient in challenging times.'

MDNW team Mission Statement, 2021

Our vision is a strong, agile and diverse museums sector in the North West, which is embedded in local culture and responds to local community needs as well as supporting cultural tourism to benefit local economies and engagement with collective histories.

MDNW values

- Help museums to support themselves
- Be even handed and fair
- Make good use of public funding
- Be a catalyst for change
- Be for the benefit of end users and visitors
- Strive for excellence in everything that we do
- Lead by example
- Supportive, collaborative, inclusive and passionate about museums

This report details the investment and delivery of the Museum Development North West (MDNW) programme in 2022-2023. It shows the impact of our work in the museums sector across the five counties of the North West. Museum Development is funded by Arts Council England (ACE) over six years; 2022-23 is year five¹.

¹ MDNW, as a National Portfolio Organisation, was originally funded by Arts Council England for six years from 2018 to 2024. Due to the pandemic, existing NPO arrangements were rolled over to 2023-24 with NPOs being given a sixth year, subject to an approved business plan

MDNW are a partner in Museum Development England (MDE) and Museum Development UK (MDUK), which exist to ensure greater collaboration of Museum Development work across the UK. Together we liaise with other Sector Support Organisations, funding bodies and strategic partnerships to deliver quality and good value for money programmes to support the museums sector.

The significant roles of MDNW are to:

- Assess real priorities for the sector
- Identify barriers that prevent raising performance of the sector
- Build capacity and resources for those museums that can attain excellence in meeting the particular and diverse needs of the communities they serve
- Provide regional leadership and act as 'first responders'

This is achieved through:

- Identifying where to direct support through knowledge of the sector
- Building trust and personal relationships through face-to-face meetings with key personnel
- Targeting funding, resources and governance development in ways that set 'staging posts' for museums to improve their offer

Our focus areas for this year have been:

- Supporting museums to navigate a constantly changing environment
- Helping to keep partnerships and networks connected
- Organisational resilience and sustainability of North West museums
- Providing responsive training and development opportunities

The team



In 2022-23 the Museum Development team comprised of three full time staff, two part time and a freelance post, managed by the Manchester Partnership and Cumbria Museum Consortium:

Kaye Hardyman, Museum Development Officer (North)

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Emma Chaplin, Accreditation Adviser

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ACE Investment Principles

MDNW is a Sector Support Organisation funded by Arts Council England (ACE). We exist to support Accredited museums across the North West and those working towards Accreditation. Until 2020 our programmes were developed to respond to the five goals in ACE's 2010-2020 strategy 'Great Art and Culture for Everyone' and this report is still structured around those goals. Since 2020, however, and the publication of ACE's new ten-year strategy 'Let's Create'² we have been reflecting on the new Investment Principles within ACE's strategy. From 2021 we have begun to incorporate them within our plans; 2022 onwards will see a strategic shift in our business plans, strategic aims and our objectives as we respond fully to 'Let's Create'.

1. **Ambition & Quality** is about being ambitious and committed to improving the quality of your work. It involves understanding how you are perceived by those within and outside your immediate circle and how that fits with your plans and activities. Crucially, it is about developing the best ways to measure and express what quality looks like for you.

2. The principle of **Dynamism** is about responding to the challenges of the next decade. It means having a business model that is flexible and able to adapt to changing environments. It is about understanding the value you create for the communities you serve, whilst considering the needs of those you are yet to reach.

3. **Environmental Responsibility** means embedding environmental thinking in everything you do, from operations and logistics, to considering how creation, programming and partnerships can help support your commitment and provoke debate.

4. At the heart of our **Inclusivity & Relevance** Principle is a commitment to achieving greater fairness, access and opportunity across the cultural sector. We want England's diversity fully reflected in the individuals and organisations we support and the culture they produce.

² <https://www.artscouncil.org.uk/letscreate>

Museum Development overview

In the funding period 2018-23 MDNW's remit is to support the North West Accredited museums, and those officially working towards Accreditation, which are not national museums, National Portfolio Organisations, National Trust or English Heritage properties. 125 fully Accredited or working towards museums came within our remit in April 2022 from a total of 151 Accredited or working towards museums in the North West.

In 2022-23 the MDNW team delivered a series of projects, programmes and support to react to the needs of museums within our remit. Below is a summary of the activities we carried out against ACE's Investment Principles.

Ambition & Quality

- Provided site-specific advice and information, with reference to the impact of cost-of-living crisis
- Shared information and updates through forums, networks and MDNW blog
- Developed relationships with key partners to support the regional sector
- Carried out the annual survey of museums
- Continued collections management support with Collections Trust online
- Offered out CPD bursaries to support people to attend conferences and training
- Ran the MDNW Sustainable Improvement Fund small grants programme
- Delivered the Recovery & Reset grants programme, enabled through a partnership and funding from Art Fund
- Delivered the North-wide Volunteer Pass
- Delivered Accreditation support to museums
- Delivered workforce development programmes responding to sector needs

Dynamism

- Supported the Visitor Team Management & Development Network, Heritage Volunteering Group and SMILE with funding and administrative support
- Delivered a new Inspiring Leadership Programme
- Continued to encourage museums to complete the Museums' Organisational Health Check self-assessment tool

Environmental Responsibility

- Continued to deliver the Roots & Branches project with Museum Development England, Manchester Museum and The Carbon Literacy Project through open Carbon Literacy Training and initiating the Seeds for Action Programme
- Commissioned research into sustainable Emergency Preparedness Networks to continue into 2023-24
- Administered grants for Art Fund's The Wild Escape project
- Continued with Museocycle to encourage up-cycling of materials

Inclusivity & Relevance

- Continued as a partner in the 'Hope Streets' Kick the Dust project
- Delivered a repeat of the Safe Spaces Programme for people working in Visitor Teams
- Co-delivered the 'In Your customers' Shoes' visitor assessment programme
- Worked with Creative & Cultural Skills to deliver a training programme focussing on Apprenticeships
- Co-managed the UK-wide Volunteer Development and Equity in Museums Programmes
- Continued support for the Audience Champions and Impact & Insight Cohort

Financial report

1st April 2022 – 31st March 2023

MDNW income

Core grant (ACE)	£326,041
Various grants, programme contributions, earned income and 2021-22 underspend	£185,963
Total	£512,004

MDNW expenditure

MDNW	£195,153
Ambition & Quality	£61,719
Dynamism	£35,917
Environmental Responsibility	£33,722
Inclusivity & Relevance	£31,257
Sustainable Improvement Fund	£61,719
Total	£419,487

ACE Underspend carried over to 2023-24 **£24,065**

Additional income carried over to 2023-24 £68,452

***Underspend due to programme delays and additional income for programmes delivered over two years**

MDNW contact and support

The MDNW team has provided support and advice to museums across the North West reflecting individual and area needs. Our aim has been to help museums to become resilient in the most challenging of times through promoting innovation, partnerships and organisational sustainability, and being prepared to respond and adapt our programme of support as circumstances have changed.

Most of our programme for 2022-23 was delivered online. Whilst we've had some face-to-face contact with museums, we have continued to be available via email, phone and online platforms to provide bespoke advice, and deliver training. We have supported four of the county forums to keep connected by hosting their online meetings.

All of the Museum Development Officers have continued to attend online and in-person regional and national meetings with sector bodies and partner organisations, as organisations worked together to provide a strategic response to a constantly shifting situation.

Communications

The MDNW blog has always been our primary way of communicating with museums and became a critical method of communication this year. All our news and information is published here; anyone signed up to the blog receives an email with the latest posts, and updates are shared via Twitter.

The blog is used to share information on training opportunities from our programme as well as from other organisations, job opportunities, publications, sources of funding, regional and national news and case studies. Further resources are continually being added. You can find us at:

<https://museumdevelopmentnorthwest.wordpress.com>

In 2022-23 our blog had an average of 4,683 views per month. The blog is updated regularly and to date we have published over 4,850 posts.



The MDNW Twitter account is also popular with nearly 3,000 followers. Through this MDNW can share information quickly. You can follow us at **@MuseumDevNW**.

National Museum Development programme

MDNW is one of nine regional Museum Development providers funded by ACE and together the nine teams collaborate as Museum Development England (MDE). From 2018 MDE have been reporting to ACE on nationally agreed objectives.

MDE delivered several joint projects and programmes in 2022-23, including the national Museums' Organisational Health Check Tool which was completed by 116 museums across England. Seven of these were from the North West. As well as each museum receiving a bespoke advisory report to help them meet their priorities for development over the subsequent 12 months, the data is being used by Museum Development teams to inform our delivery plans for 2023 onwards.

The annual survey of museums for 2021-22 was carried out in summer 2022 by South West Museum Development on behalf of MDNW. Its findings showed that museums are facing sizable challenges in their recovery from the COVID-19 pandemic, with visitor numbers significantly down on what museums predicted and ongoing disruption affecting their ability to reopen at full capacity. Compounding these challenges, museums are experiencing a 'perfect storm' which has negatively affected volunteer capacity. The survey details the profound effects that enforced closures and both volunteer and visitor hesitancy have had on the museum sector in England.

41% of museums in the North West completed the survey, down from 67% last year. The North West report based on the findings is available in the 'Resources / MDNW Publications' section of our blog.

MDNW has continued to work with MDY, MDNE and ACE Relationship Managers regularly. In 2022-23, this resulted in the co-delivery of a number of programmes including the Accreditation training programme and Carbon Literacy courses for museums across the North as part of the Roots & Branches project.

MDE also works closely with other UK partners who deliver support for museums in Scotland, Wales and Northern Ireland. We come together as MDUK. In 2022-23 this collaboration led to the continuation of a partnership with Art Fund who awarded £200,000 to MDUK to distribute Recovery & Reset support and grants.

Sustainable Improvement Fund

The Sustainable Improvement Fund is a major part of the MDNW programme and reflects the ACE Investment Principles of 'Let's Create'. For 2022-23 museums were funded through projects to support equity, diversity and inclusion, environmental sustainability, digital and technical development, and navigating through the impact of the COVID-19 pandemic. The museums below were funded.

<p>The Armit: Museum, Gallery, Library, Ambleside, expertise and equipment to determine the requirements for digitisation of collections</p> <p>British Commercial Vehicle Museum, Leyland, effective and cost-efficient solution to achieve the digitisation of the Museum's collection of over 1,000 reels of 16mm film</p> <p>Congleton Museum, 3D printing facilities to provide digital tactile access to collections</p> <p>Elizabeth Gaskell's House, Manchester, interactive family garden trail using QR codes to provide information on the plants, environment and wildlife in the garden</p> <p>Englesea Brook Chapel & Museum of Primitive Methodism, Crewe, 'Access Englesea Brook' project to open up the site and collections to a more diverse audience through physical adaptations, training, and digital storytelling</p> <p>Lancaster City Council, Lancaster City Museums, improved light levels within the galleries following the recommendations made in a Disability Access Audit</p>	<p>Macclesfield Museums – Silk Heritage Trust, programme to train, strengthen and inspire the guiding team at Paradise Mill, so that they are better able to research and tell new stories to new audiences</p> <p>Nantwich Museum, create onsite digital offer increasing access to the history and heritage of the Museum's collections</p> <p>Quaker Tapestry Museum, Kendal, improve accessibility for audiences with neurodiversity, visual impairments, and hearing impairments</p> <p>Warrington Museum & Art Gallery, creation of roof top garden at local shopping centre, working with schools and communities to become advocates for ground level, community environmental action</p> <p>Williamson Art Gallery & Museum, Wirral, commission a wayfinding and signage strategy to aid the commercial offer</p> <p>The Whitaker, Rossendale, work with local communities to redesign a gallery and re-interpret the collection</p>
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Recovery & Reset Grants 2022



Through a continued partnership with Art Fund, Museum Development North West, Museum Development Yorkshire and Museum Development North East secured an additional investment of £37,250 to add to a ringfenced pot of £15,000 from our Arts Council England investment to award as Recovery and Reset Grants.

The main aim of the fund was to support recovery and reset of museums in the wake of COVID-19 under three key areas: Developing and Using Collections in New Ways; Audience Development; Volunteering and Workforce Development.

Four museums in the North West were awarded grants totalling £19,000.

Elizabeth Gaskell's House, Manchester: A Tale of Manchester Life - Elizabeth Gaskell's Manchester- a new volunteer curated exhibition at Elizabeth Gaskell's House exploring how Elizabeth Gaskell presents Manchester and its people through her novels and short stories, and their legacy in the 21st Century.

Fleetwood Museum: From Nothing to Now: Celebrating Fleetwood's Story- a project to create vibrant new content in the welcome gallery. Using a combination of digital technology, displayed collections and fresh graphics to develop a new introduction space showcasing Fleetwood's unique origins and rich history, appealing to current and new audiences. Students at the School of Art at Blackpool and Fylde College were involved in digital content development.

Quaker Tapestry: Quaker Simplicity - Using collection items for the first time, this project explored the historical and contemporary understanding of Quaker Simplicity, using co-production to connect with new local audiences to produce an exhibition. An artist worked with local communities to create an artwork responding to themes of simplicity, environmentalism and ethical consumerism.

Turton Tower: The Football years- a project to research and develop the story of Turton Tower and its role in developing the modern football league, exploring and gathering evidence to develop the narrative both within the venue and through digital storytelling working with community groups and schools to co-create a learning package.

Investment Principle: Ambition & Quality

Workforce development

Responsive training

During 2022-23 we continued to deliver responsive training sessions online, and we also started to bring back in-person sessions for some subjects.

Non-attendance rates for online workshops continued to be higher than our normal face-to-face workshops and we understand why – minute changes to staffing, operational issues, childcare responsibilities etc can and have derailed plans. We do encourage people to only book spaces on a workshop if they have a serious intention and realistic chance of attending. Whilst online workshops might not incur the costs of face-to-face training, there are still some financial costs involved in the planning and delivery of training sessions.

Training data

In 2022-23 we ran **104** workshops for regional museums across all our programmes attended by **812** delegates.

Feedback from the workshops show that of the delegates that completed the survey:

- 90% said that the workshops met learning expectations
- 96% rated the speakers as 'Excellent' or 'Good'
- 83% will do things differently as a result of the workshop they attended

We use the expertise of a range of consultants and companies to deliver our training programmes; the high-quality content and delivery from these contributes to the continued success of these workshops.

Continuing Professional Development funding

In 2022-23 we allocated just over £3,000 in bursaries to support 11 people to attend national conferences and online events.

MDUK Volunteer Development Programme

In 2021-23 we continued working with Museum Development teams in the East Midlands, East of England, North East, South East, West Midlands, Yorkshire and colleagues in Wales to deliver a second year of the Volunteer Development Programme delivered by volunteer sector specialists 10GM.

This project arose due to the dual challenges of a longer-term shift of the volunteering workforce in the heritage sector, and the particular strains of the last few years due to the pandemic. Through the Museum Development Annual Museums Survey results, localised surveying through regional teams, and the results of the Spotlight survey in Wales, a clear need emerged to support organisations to review their operating models to ensure volunteering is sustainable and responsive to the museum sector's needs and the communities they serve.

The aim of the programme was to support participating museums to review their volunteering strategy and explore new ways to embed sustainable volunteer development practice tailored to individual organisational needs.

Northern Volunteer Pass

Working in partnership with MDNE and MDY and delivered by Gillian Waters, the Northern Volunteer Pass is the biggest scheme of its kind in the country. It is a mutually beneficial partnership between participating museums and entitles volunteers to free entry (and/or additional benefits where advertised) at participating museums across the North and this year 161 museums representing over 8,000 volunteers participated.

Accreditation support

MDNW is contracted by ACE to deliver Accreditation technical advice to give support to Accredited museums and those officially working towards Accreditation in the North West. Technical advice provides guidance based on the content of the Accreditation guidance documents to both new applicants and returning participants preparing a return.

For 2022-23, Emma Chaplin was contracted as Accreditation Adviser to provide Accreditation technical advice support to North West museums.

In addition to specific Accreditation technical advice for museums preparing a return, provisionally Accredited museums, those Working Towards Accreditation, new applicants and mentors, Emma also ran a series of online workshops based around the Standard for museums reviewing and updating their policies, plans and procedures in collaboration with Accreditation Advisers across the North.

During the year, the Accreditation Adviser:

- Delivered responded to **58** enquires from **42** museums
- Delivered direct support to **6** museums considering submitting an eligibility questionnaire to the scheme
- Supported and co-delivered a series of **9** online training sessions alongside Accreditation Advisers across the North and Collections Trust

Supporting collections

Working with Collections Trust

For 2022-23 we continued to deliver online workshops with Collections Trust, running the Getting Your House In Order programme in partnership with Museum Development Yorkshire and Museum Development North East as well as an additional 4 collections management online sessions for North West museums.

Getting Your House In Order programme used the framework of Spectrum 5.1 and its procedures alongside the Museums Association's guidance 'Museums Facing Closure: Legal and Ethical Issues'. The workshops focused on the planning and work required for museums to get their collections documentation in order. They also acted as a refresher for museums wanting to tighten up their documentation, and a reminder of why this work is necessary.

Sporting Heritage Networks

In April 2022 we worked alongside the Sporting Heritage Network by co-sponsoring one of their awards at their Annual Awards Ceremony.

Supporting resilience

Bid-writing support

In 2022-23 we extended our bid-writing support, again working with Laura Drane to support museums to apply for ACE funding, namely National Lottery Project Grants. Laura provided expert guidance and acted as a critical friend for museums with their applications, often with a tight deadline to meet, to lever in additional funding.

Museum Estate & Development Fund (MEND) webinar

Museum Development North West, Yorkshire and North East hosted a MEND capital expenditure grant programme webinar led by ACE on the 24th March 2023, aimed at organisations based in the North of England that intended to submit an EOI to the fund. It was an opportunity to hear from Katharine Boardman, Relationship Manager, Museums at ACE who shared information on the

programme, key things to think about for applications. It was attended by 20 delegates from 18 organisations.

Fundraising Success Programme

Following on from feedback from the ever-popular Introduction to Bid-writing workshops we decided to commission Laura Drane to develop three new workshops looking at fundraising at a more advanced level. The programme was delivered in September 2022 and focussed on fundraising skills, developing fundraising strategies and diversifying funding streams.

Alternative Fundraising Programme

Developed in partnership with Museum Development Yorkshire this new programme looked at alternative streams of funding and focussed on how to make the most of often overlooked opportunities available to museums such as Gift Aid, bequests and social enterprise investments.

Museums at risk

We have been gathering intelligence about museums at risk at the request of ACE and DCMS and we're currently supporting a number of Local Authority run museum services at risk in the region and have brought those affected together twice for a round-table discussion and peer-support.

Museums' Organisational Health Check Tool

The MDE Museums' Organisational Health Check is a self-assessment tool for museums, designed as an indicator to help highlight museums' current best practice, understand where they have areas of development and to feed into forward planning. It enables museums to prioritise areas of working over the subsequent 12 months and provide a benchmark for future work.

Seven museums completed the tool and received bespoke advisory reports. One museum applied for and received grant funding to support developments in their identified priority areas.

Investment Principle: Dynamism

Supporting networks

Heritage Volunteering Group: North West

Co-chaired by Kate Glynn of Manchester Museum and Esther Lisk-Carew of The World Reimagined, the network is broadly, but not exclusively made up of heritage and cultural Volunteer Managers. It meets every two months and has recently moved to hybrid meetings.

MDNW has been integral in supporting this group, from initiation meetings with the national Heritage Volunteering Group to providing funding for the group to run training for Volunteer Managers across the region.

Visitor Teams Management & Development Network

We continued to work alongside Chad McGitchie, Head of Visitor Teams at The Whitworth and Manchester Art Gallery to coordinate the regional Visitor Teams Management & Development Network to bring together those that manage Visitor Teams in museums to discuss best practice, share ideas and develop partnerships.

Science in Museums Inspiring Learning and Engagement (SMILE)

In 2022-23 we continued to financially support the SMILE network. Led by Alex McLeman from Bolton Museum & Art Gallery, SMILE professional development and networking events occur at least once a year. The SMILE events take place in museums or other cultural learning venues to provide the opportunity to share ideas and expertise about science learning with museum educators, managers and curators.

The theme of this year's professional development day was 'Engaging Environments' and took place in November 2022 at Pyramid Arts Centre in Warrington.

Inspiring Leaders

In 2023-23 we developed and delivered a new programme called Inspiring Leadership which was aimed at mid-career professionals with management and leadership responsibilities. Delivered by Shirley Collier and Alex Lindley it consisted of six in-person workshops and was designed to be a safe and open space in which the eight participants had time to reflect on their own approach to leadership and management, developing and refining the skills needed to be an insightful, inclusive and impactful leader.

"It delivered beyond my expectations. I feel much more confident in my ability as a leader and found the group to be incredibly supportive and honest. There were so many useful skills and practical applications/process that I can see I will use going forward."

Inspiring Leaders Programme participant

Investment Principle: Environmental Responsibility

Roots & Branches project

Carbon Literacy Toolkit for Museums

In summer 2021 MDNW, Manchester Museum and The Carbon Literacy Project (CLP) were awarded a National Lottery Project Grant of £136,750 for Roots & Branches, a project supported using public funding by the National Lottery through Arts Council England. This two-year project was developed to accelerate the sector's response to tackling the climate crisis.

The 'Roots' are hosted by Manchester Museum, creating a nationally significant co-working hub of cultural environmental action at the newly reopened Museum, all coordinated by Hannah Hartley, the new Environmental Action Manager who started in post in March 2022.

The 'Branches' of the project saw the development of a new Carbon Literacy Toolkit for Museums in collaboration with The Carbon Literacy Project and Museum Development teams across England (MDE). Led by Alison Criddle, Museum Carbon Literacy Officer for MDNW and Jack Rhodes Worden, Museums Coordinator for The Carbon Literacy Project, the Toolkit was launched in January 2022 following a pilot phase.

At the end of March 2023, MDE have delivered 39 Carbon Literacy courses to 501 delegates, 112 of them from museums in the North West. 13 Trainer Support Sessions were delivered to 126 people across England to support museums and sector freelancers to access the Toolkit and prepare to roll out training.

9 organisations have accessed the Toolkit and are delivering training in-house. 170 more people have been trained this way, and more organisations are in the pipeline to start delivering training. Other support organisations and bodies have begun to access the Toolkit, tailoring and adapting it to create specialist courses, to enable the advancement of learning across the museums, heritage and wider cultural sectors.

Responding to sector demand, MDNW developed a bespoke training model to support National museums, NPOs and sector networks to become carbon literate. In addition, a Roots & Branches freelancer directory has been established to enhance sector capacity and respond to demand for training.

Branches work will continue throughout 2023-24, with open training courses being delivered by MDE and Trainer Support Sessions running regularly across the year. MDNW's Museum Carbon Literacy Officer role has evolved, with the establishment of Museum Development Officer: Environmental Responsibility to continue to enable roll-out, coordination and delivery of activity, aligned with sector carbon and climate commitments.

MDNW was recognised for its Carbon Literacy specialism and expertise within the sector by having its certification as a Carbon Literate Training Organisation renewed again. In December 2022, Roots & Branches achieved the Promotion of Environmental Sustainability Award at the Manchester Culture Awards, with members of the project team from MDNW, Manchester Museum and the Carbon Literacy Project in attendance to receive the award.

Seeds for Action Programme

Deep Dive research into learner actions gathered insight for further low-carbon knowledge and skills-building opportunities. The resulting Seeds for Action programme has been developed to support learners to go further and faster in delivering on their Carbon Literacy ambitions and environmental responsibility, and using the convening power of Museum Development to build greater connectivity across museums and networks.



The Wild Escape project support

In collaboration with Art Fund and the Carbon Literacy Project, MDNW are coordinating delivery of a further free 10 Carbon Literacy courses and 5 Trainer Support Sessions to participants of The Wild Escape between March and October 2023. This will offer training opportunities for another 144 people across the UK, including tailored courses for Scottish delegates delivered by Museums Galleries Scotland.

The toolkit is available for any museum in the UK to use themselves, in addition to the training available through MDE. Full details of the toolkit are at <https://carbonliteracy.com/toolkits/museums/>.

On behalf of Art Fund, MDE also distributed grants to organisations taking part in The Wild Escape. £37,520 were awarded to successful applicants from 12 organisations in the North West.

Encouraging reuse and repurposing

Museocycle

Our Museocycle programme (<https://museumdevelopmentnorthwest.wordpress.com/museocycle/>) has continued this year and will be extended into 2023. Our review of the programme involved an agreement to review and update the offerings page every 12 weeks. We are seeking to integrate this into Museum Development North's programming.

Circulate!

March 2023 saw the launch of our Circulate programme, as a parallel to Museocycle. This was developed with the intention of creating a space for smaller objects (such as colouring materials) and leftover stock to be recycled to other museums in the region. The programme was launched with a number of submitted object listings, with feedback from our partners stating that it was a "great idea". The programme will be reviewed for extension. We are also seeking to integrate this into Museum Development North's programming.

Investment Principle: Inclusivity & Relevance

Equity, Diversity & Inclusion

Equity in Museums Programme

MDUK worked in partnership with NoBarriers to deliver the second stage of the programme. It allowed museums in England and Wales to implement the Equality Action Plans developed in the first phase of the programme that took place in 2021-22.

The aim of this stage of the programme was to offer participating museums the chance to work alongside expert mentors to support them to take the lessons learnt and plans written and embed them within their museums on an organisational-wide scale.

Safe Spaces Programme

In attending the quarterly Visitor Team Management & Development Network meetings throughout the last two years it became increasingly obvious that they needed a programme to support visitor team members to make museum spaces safe for both themselves and the visitors they engage with.

With this in mind we decided to repeat the successful programme delivered in 2021-22, this series of workshops gave participants a good understanding of the needs of different audiences and how to best engage with those that enter museum spaces. 36 people from 22 organisations took part in the programme.

The programme consisted of four workshops which covered:

- Creating Safe & Inclusive Spaces
- Introduction to Equity in Museums
- Special Educational Needs and Disabilities Families

In Your Customers' Shoes

This year we partnered again with Museum Development Yorkshire and Museum Development North East to deliver the 'In Your Customers' Shoes' Programme which sees participating museums travelling around the North to undertake visitor assessments and offer suggestions improvements. It also allows participants to be inspired by best practice in other museums. This year saw 65 museums across the North participating.

'Hope Streets' Kick the Dust programme

MDNW was a partner, alongside Youth Focus North West, in the Hope Streets programme, led by Curious Minds and funded by the National Lottery Heritage Fund as part of the five-year long Kick the Dust programme, which came to an end in March 2023.

Hope Streets is in year four of the project to transform the way museums work with young people. Working in partnership, the project will test, refine and embed new models of youth engagement and leadership; to locate the heritage sector at the heart of young people's services and young people at the heart of heritage.

The focus of the past year has been on our five lead museum partners (The Atkinson, Bolton Museum & Art Gallery, Lancashire County Museums Service, Tullie House Museum & Art Gallery and West Cheshire Museums) embedding learning from the previous year's youth-led Festival of Hope and creating opportunities for young people to be involved at all levels of their organisations.

This has involved creating seven paid Alternative Saturday Job work placements for young people, setting up young directors' groups and youth forums to influence museums on a strategic level, and creating new policies and strategic documents setting out young people as priority audiences and collaborators.

Apprenticeships

In 2022-23 we worked alongside Creative & Cultural Skills and Museum Development teams across the North to deliver a training programme that focussed on specifically on Apprenticeships in the museum sector and we will continue to work alongside partners in 2023-24 to actively support museums to implement them.

Developing Audiences

Audience Champions programme

In 2022-23, MDNW continued to work with The Audience Agency and Museum Development teams across England to support the Audience Champions programme. Supported by ACE, this programme aimed to help participating museums to develop a data-driven approach to audience development using Audience Finder.

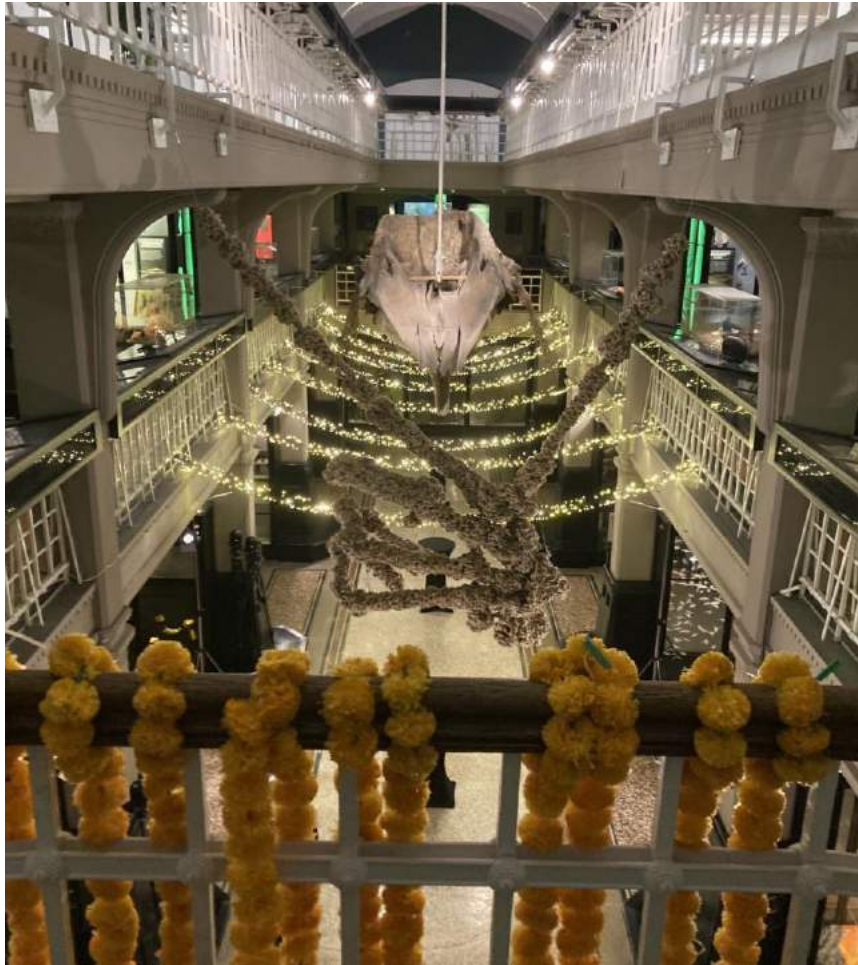
From March 2022 to March 2023, the North West cohort moved into their second year of audience data collection. The final cohort report will be shared with the group in June 2023.

Impact & Insight programme

Museum Development North West (MDNW) worked with Museum Development teams across England and Counting What Counts to deliver a new Impact & Insight programme in 2022-23, supported by Arts Council England (ACE).

Two organisations, Lancaster City Museums and Nantwich Museum, participated in the programme to support the development of organisational approaches to evaluating public programme outputs using the Impact & Insight platform³.

³ <https://www.artscouncil.org.uk/advice-and-guidance-library/impact-and-insight-toolkit>



MDNW, June 2022

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Front cover – People's History Museum

p3 from top – Bolton Museum; Elizabeth Gaskell's House; The Whitworth Art Gallery; Port Sunlight Village Trust

p6 from top – Portland Basin Museum, Tameside; Lancaster Maritime Museum; Judges' Lodgings; Catalyst Science Discovery Centre and Museum, Widnes

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p29 Manchester Museum